

**CG-13-00**

## **CONTRACTORS ON WHITE SANDS MISSILE RANGE**

1. As the use of contractors becomes more widespread, we must understand the advantages and limitations of using contractors. When properly used, contractors can assist us in achieving our mission or enhancing services. Contractors are managed through contracting channels based on the terms and conditions of the contract and the contracting officer's representative (COR). The COR assists in monitoring and administering the contract. Contractors are required to perform all tasks identified in the Statement of Work (SOW). However, contractors may not perform "inherently governmental functions." As a matter of policy, "inherently governmental functions" are functions so intimately related to the public interest as to mandate performance by Government employees. Contractors may gather information or provide advice, opinions, recommendations, or ideas in these areas. They may develop draft policy and assist in planning and preparing budgets. In the contracting process, they may technically evaluate contract proposals, assist in developing SOWs, and serve as technical advisors to source selection boards. Contractors will not supervise Government employees, make mission decisions, or represent the organization at policy decision group levels, particularly in financial matters.

2. To avoid any perception that a contractor is performing functions that are inherently governmental, it is important that our contractors are properly identified and that inappropriate access is avoided. The following guidelines will be followed:

a. All contractor personnel attending meetings, answering Government telephones, and working in other situations where their contractor status is not obvious to third parties must identify themselves as such to avoid creating an impression that they are Government officials.

b. All documents or reports produced by contractors must be suitably marked as contractor products or that contractor participation is appropriately disclosed.

c. Any e-mail generated by contractors must contain an in-the-clear identification to the recipient that the sender is a contractor. There is a potential misperception that e-mail originated within a ".mil" domain is automatically from a government employee. This is being accomplished by placing "(contractor)" after the individual's name.

d. All contract employees will wear identification at all times that identifies them as a contractor and shows the company's name.

3. The POC for this action is Mr. Sal Mineo, IO-RM, 678-1499.

STEVEN W. FLOHR  
Brigadier General, USA  
Commanding

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